

Ava J. Abramowitz

A teacher of negotiations at the George Washington University Law School, Ava J. Abramowitz serves as a mediator. Formerly AIA deputy general counsel and vice president of Schinnerer & Company, Inc, Ms. Abramowitz is the author of *The Architect's Essentials of Contract Negotiation*. She is a founding fellow of the American College of Construction Lawyers and is currently serving on its Board of Governors. Previously she has served on the Governing Committee of the ABA's Forum on the Construction Industry and on the National Architectural Accrediting Board. Ms. Abramowitz lectures nationwide on negotiation and assertive practice.

Denise Anderson

Denise Anderson is a Trainer and Curriculum Designer in the Office of Federal Operations for the Equal Employment Opportunity Commission (EEOC). She recently transferred from the EEOC's Training Institute, where she served as Trainer and Curriculum Designer for almost five years. Her career with EEOC extends more than 20 years and has primarily been with the enforcement arm of the agency.

Ms. Anderson began her career with EEOC as an Investigator and progressed to Charge Receipt Supervisor and Enforcement Supervisor. She was also the Director of the EEOC Greenville Local Office before returning to Washington, D.C.

Virginia Andréu-Rosario

Virginia Andréu-Rosario was born and raised in San Juan, Puerto Rico. In 1994, she obtained a BA in Political Science, graduating Cum Laude from the University of Puerto Rico. In 1998, she received her J.D. from the Pontifical Catholic University, School of Law, Ponce, Puerto Rico.

In January 1999, Andréu-Rosario became a member of the Puerto Rico Bar and worked as an attorney for a private law firm, handling general civil practice. In September 1999, she joined the Equal Employment Opportunity Commission, in Washington DC. From 1999-2001, she worked at the Office of Equal Opportunity, as an Attorney Advisor. In January 2001, she joined the Office of Federal Operations ("OFO"). Currently, Andréu-Rosario serves as General Attorney in OFO's Appellate Review Program. Her primary responsibility is writing appellate decisions from federal agency's final decisions on complaints of employment discrimination.

Andréu-Rosario obtained her Master of Law Degree (L.L.M.) from American University, Washington College of Law in 2002. She specialized in the Law and Government Program, in Labor and Employment Law, where she was elected Vice President of the Student Council. In April 2006, she became a member of the Washington D.C Bar.

Kathy Aram

Ms. Aram has spent most of her career at the Equal Employment Opportunity Commission as an Administrative Judge, Supervisory Administrative Judge, Attorney Advisor to the Office of Legal Counsel, Special Assistant to the Chairman and Appellate Review Attorney. Ms. Aram previously served as the “Hearing Coordinator” for the Office of Field Programs. Ms. Aram has also worked as a Special Assistant to the United States Attorney, as defense counsel at the Department of Commerce, Office of General Counsel, and as an attorney advisor at the Smithsonian Institution’s Office of Equal Employment and Minority Affairs, where she oversaw complaints processing for the agency.

Ms. Aram received her bachelor’s degree from Russell Sage College and her law degree from George Mason University. Ms. Aram is admitted to practice in the District of Columbia.

Robert J. Barnhart

Mr. Barnhart is the Director, Compliance and Control Division (CCD), of the Equal Employment Opportunity Commission’s Office of Federal Operations (OFO). The Office of Federal Operations is responsible for the Federal government’s EEO appellate function and also provides oversight concerning government-wide EEO complaint adjudication and maintenance of effective affirmative programs of equal employment opportunity. The Compliance and Control Division is responsible for ensuring that federal agencies comply with orders contained in the Commission’s appellate decisions, and controlling the flow of information throughout the office. The Division manages appellate case file processing and the office’s automated management information system.

During his tenure as Director, CCD, Mr. Barnhart has been actively involved in the Commission’s efforts to implement the Government Performance and Results Act of 1993 in the federal sector, including designing performance indicators and measuring outcomes. In 2002, Mr. Barnhart was appointed to the Commission’s Strategic Planning Work Group which prepared the Commission’s FY 2004 - 2009 Strategic Plan. In 2005, Mr. Barnhart has served on the Commission’s Workforce Planning taskforce and the Strategic Human Capital Planning workgroup.

Previously, Mr. Barnhart was a Supervisory Attorney in the Office of Federal Operations, where he worked with a team of attorneys in the Expedited Appeals Division. Mr. Barnhart began his EEOC career in 1987 as an attorney responsible for writing EEOC appeals decisions. During his entire time with EEOC, he has worked in the federal sector part of EEOC’s operations.

Prior to joining the EEOC, Mr. Barnhart worked with the Department of Labor, Benefits Review Board, as a staff attorney and supervisory attorney.

Mr. Barnhart is a graduate of The American University, Washington College of Law. He earned his undergraduate degree from Moravian College in Bethlehem, Pennsylvania.

Linda Lynn Batts

Linda Lynn Batts is the Director for Workplace Fairness and Equal Opportunity for the Comptroller of the Currency, U.S. Department of the Treasury. In this role, Linda serves as OCC's principal EEO advisor, developing strategies to enhance organizational effectiveness and compliance with regulatory requirements in support of OCC's mission.

Linda has an extensive background in managing civil rights programs, both domestically and internationally. Prior to her employment with OCC, Linda served as the Special Assistant (Equal Employment Opportunity) to the Commissioner of Customs and Border Protection, Department of Homeland Security. Before that, she served as EEO Director for the Foreign Service, U.S. State Department. Linda's expertise in domestic and international EEO programs is the result of her rich and diverse background in managing EEO programs at the U.S. State Department, U.S. Equal Employment Opportunity Commission, U.S. Department of Veterans Affairs, Defense Mapping Agency, Department of the Army, and U.S. Department of the Interior.

Ms. Batts is a much sought after public speaker whose dynamic motivational speeches have engaged and inspired audiences across the nation. In 2005, at the request of Steward and Associates, a prominent public relations firm based in Indianapolis, Indiana, Ms. Batts joined the motivational speaking circuit along with Kwame Jackson of the Apprentice, Dr. Benjamin Carson of Johns Hopkins University, and Professor Lani Guinier of Harvard University.

Linda is enrolled currently in the Executive Coaching Program at Georgetown University. Following graduation from Morgan State University, Linda received a Masters Degree in Criminal Justice Administration from Coppin State University and a second Masters in Human Resources Administration from Towson State University. A graduate of the Federal Executive institute and the J.F.K. Executive Program at Harvard, Linda is a recipient of the Vice-President's Hammer Award for innovative reforms within the former U.S. Customs Service. She also received the Commissioner of Custom's award for "Excellence in Management" for implementing cost saving and operational reforms to the EEO program at Customs and Border Protection.

Ms. Batts is a resident of Baltimore, Maryland.

Joyce A. Bender

Joyce A. Bender is the CEO and Founder of Bender Consulting Services, Inc., a firm that provides technology consulting services to its customers and competitive employment opportunities for people with disabilities, who are trained in the information technology, engineering, finance/accounting, human resources, and general business areas. Ms. Bender also incorporated Bender Consulting Services of Canada, Inc. in 2001, a Canadian company that focuses on creating competitive employment opportunities for Canadians with disabilities. As well, Ms. Bender is the CEO of Bender and Associates International, Inc., an executive search firm, and has over 27 years of experience specializing in technology and management search.

In addition, Ms. Bender was one of the first regional coordinators for Disability Mentoring Day and coordinates activities in Pennsylvania, Delaware and Toronto. She is the host of “Disability Matters with Joyce Bender”, a radio show on www.voiceamerica.com, and speaks across the United States and Canada.

Ms. Bender has been featured in various periodicals including the “Pittsburgh Business Times”, “Pittsburgh Post-Gazette”, “Chicago Tribune”, “Computerworld”, and “Reader’s Digest”.

She holds a Bachelor of Science degree in Psychology from Geneva College.

Timothy C. Bladek

Mr. Bladek is an Attorney in the Office of Federal Operations (OFO) Appellate Review Program, where he has served as a writing attorney responsible for drafting EEOC appeals decisions since 1999. During his time at the Commission, Mr. Bladek has also been involved in training and outreach to the federal sector community, and has conducted numerous training courses related to substantive areas of EEO law and agency EEO practice. Additionally, Mr. Bladek is serving as an OFO representative in the Office’s Relationship Management Project, and serves as a member of OFO’s Workgroup concerning Persons with Targeted Disabilities. Prior to his work at the Commission, Mr. Bladek was an attorney at the Merit Systems Protection Board and in private practice, and received his J.D. from Georgetown University Law Center. Mr. Bladek is a member of the Bar in the District of Columbia and the State of Maryland.

William L. Boulden

William L. Boulden was appointed into the Senior Executive Service on February 24, 2002 as Regional Director/Chief Administrative Judge of the Northeastern Regional Office of the U.S. Merit Systems Protection Board. He supervises the adjudication of appeals from Federal employees working in the areas served by the office, as well as those within the jurisdiction of the New York field office.

Chief Judge Boulden joined the Board as an Administrative Judge in the Washington Regional Office in 1992, having been selected from a group of more than 1,400 applicants. Previously, he was on active duty with the U.S. Navy’s Judge Advocate General’s Corps (JAG Corps) for eight years, during which time he served as an Administrative Law Attorney, a Command Judge Advocate aboard a submarine tender in Scotland, a Senior Defense Counsel, and a Senior Trial Counsel (Prosecutor). He currently is a Naval Reserve JAG Corps Commander.

Chief Judge Boulden graduated with honors from Susquehanna University with a Bachelor of Arts degree in psychology in 1978, having been elected into *Psi Chi* (the National Psychology Honor Society). He graduated with honors from the University of Maryland School of Law with a Juris Doctor degree in 1983, after having won the American Jurisprudence Award in domestic relations law. He graduated with honors from the Naval Justice School in 1984. He is admitted to practice before the Maryland Court of Appeals, the U.S. Court of Appeals for the Federal

Circuit, the U.S. Court of Appeals for the Armed Forces, and the U.S. Court of Appeals for the 3rd Circuit.

Chief Judge Boulden lives in Lincoln University, Pennsylvania, with his wife, Mary, a native of Spennymoor, England, and their two children, Ashley and Alexander.

Stanley A. Braverman

Stanley A. Braverman, Esq. is the Deputy District Director of the Equal Employment Opportunity Commission's Philadelphia District Office. He is responsible, together with the District Director, for supervision and coordination of all Equal Employment Opportunity Commission (EEOC) activities in Pennsylvania, Maryland, Delaware and West Virginia as well as southern New Jersey and eastern Ohio. This responsibility includes enforcement of all Federal anti-discrimination laws for both the public sector and private sector.

Prior to becoming the Deputy District Director, Stan was an attorney, legal advisor and mediator who focused primarily on equal employment opportunity issues. As an attorney with the Defense Logistics Agency, he advised government officials on employment law, litigation, contract and workplace ethical issues. Stan regularly spoke before attorneys, managers, judges, students, union officials, contractors and employees on equal employment opportunity issues.

Stan's expertise in negotiation techniques and workplace conflict resolution is well-known nationally. He holds many ADR (alternative dispute resolution) certifications. He is the author of "RESOLVE," a national EEO mediation program designed to reduce litigation expenses. "RESOLVE" is one of only four national mediation programs to receive the OPM (Office of Personnel Management) 2000 Director's Award. In 2004 he was a guest employment mediation expert on the cable television show, "Law Journal TV," reaching nearly 3 million households.

Stan has lectured on ADR and Effective Negotiation Techniques throughout the United States. He is the course designer for several basic and advanced employment mediation and negotiation training programs, including the 2006 EXCEL Conference Advanced Mediation and Negotiation Skills Training track. Frequently, he is called upon to serve as a "Settlement Judge" for highly complex federal sector cases. In 2005 Stan was appointed to the Metro Newspaper Community Advisory Board.

Philadelphia is Stan's home base, where he received a Juris Doctor (JD) from Temple University School of Law and earned both his Master's degree in Business Administration (MBA) and Bachelor's degree (BS) in Business Management from Drexel University.

Stan has been an adjunct professor at Rider University, Chestnut Hill College, and Community College of Philadelphia teaching: Organizational Behavior, Business Law, Conflict Resolution, Business Ethics, Human Resource Management and Business Management at the undergraduate level. At the graduate level, he was an invited speaker at the University of Pennsylvania School of Law, Rider University and La Salle University.

Dexter Brooks

Dexter Brooks serves as the Federal Training and Outreach Coordinator and an Attorney Advisor in EEOC's Office of Federal Operations ("OFO"). Mr. Brooks' primary responsibility is to oversee the training and outreach provided by Office to the federal sector. Mr. Brooks coordinates the development and delivery of the national training courses offered by the Office. He also ensures that the Office participates in key stakeholder outreach events.

In fiscal year 2005, Mr. Brooks served as Acting Director of Federal Sector Programs within OFO. Mr. Brooks began with EEOC as a staff attorney in OFO's Appellate Review Program.

Before joining the EEOC, Mr. Brooks served as an Attorney Advisor for U.S. Department of Labor in its Office of Administrative Law Judges.

Mr. Brooks received his J.D. from Howard University and his B.S. in Business from North Carolina A&T State University.

Madeline Caliendo

Madeline Caliendo is GSA's Associate Administrator for the Office of Civil Rights at the General Services Administration. She came to GSA in December 2000 and since her arrival has focused on making GSA's civil rights program world class. In the Equal Employment Opportunity (EEO) arena, Ms. Caliendo has worked to prevent actual and perceived unlawful discrimination by educating GSA management about the laws and regulations governing federal sector equal employment opportunity while focusing on issues specific to GSA. *Ms. Caliendo* and the nationwide EEO staff analyze complaints to gain insight into the root cause of issues brought in the EEO process. Ms. Caliendo has spearheaded the development of internal procedures and performance goals to help facilitate the early resolution of complaints and to provide timely and quality EEO complaint processing. Since coming to GSA, *Ms. Caliendo* has also worked closely with officials in GSA's Office of the Chief People Officer to promote diversity initiatives at GSA.

Prior to coming to GSA, Ms. Caliendo served in several positions at the U.S. Equal Employment Opportunity Commission (EEOC), including attorney-advisor in the Office of the Chair, senior advisor to the Director of the Office of Federal Operations and Civil Rights Trial Attorney in the Office of Legal Counsel. Ms. Caliendo is a member of the Council of Civil Rights and EEO Executives and a member of the New York and District of Columbia bars.

Kathleen C. Callahan

Ms. Callahan joined KCN as an Associate in 2002. She is a member of the Pennsylvania, New Jersey and District of Columbia bars. Ms. Callahan is also admitted to practice before the U.S. Court of Federal Claims and the U.S. District Court for the District of Columbia. In addition to her qualifications as an attorney, Ms. Callahan is a certified mediator. Ms. Callahan received her education at Villanova University (B.A., cum laude, 1996) and George Washington University (J.D. 2000). While in law school, Ms. Callahan served as a Dean's Fellow, a member of the Trial Court Board and a member of the American Intellectual Property Law Association Quarterly Journal. Prior to joining KCN, Ms. Callahan practiced at a Washington, D.C. law firm specializing in employment law.

In addition to her practice, Ms. Callahan is a speaker on discrimination issues for various organizations, including the American Law Institute-American Bar Association (ALI-ABA) and the Oncology Nursing Society. She is also a member of professional organizations including the American Bar Association (Labor and Employment Law Section) and the District of Columbia Bar (Labor and Employment Section, and Arts, Entertainment and Sports Law Section). Ms. Callahan's practice areas include Employment Law, Discrimination and Harassment, Severance Agreements, Employment Contracts, and Discipline/Performance actions.

Rolando Cavazos

Rolando Cavazos has a proven work history of managing complex processes in the public and private sectors. He has served as the Manager of Investigative Services with JDG Associates, a leading national EEO contract firm, since February 2003. In that time, he has worked with over seventy federal agencies to implement, manage and refocus private sector EEO service programs to their specific needs.

Prior to his work at JDG, Rolando gained invaluable program/contract management experience within the legal and contracts department at Lucent Technologies, Inc. There he worked with corporate customers and internal departments to identify risk and manage opportunities within multi-faceted agreements.

Roland has a Juris Doctorate from St. Mary's University and a Bachelors degree in Political Science from Our Lady of the Lake in San Antonio, Texas.

Deborah Chalfie

Deborah Chalfie is Senior Counsel with the National Women's Law Center, a national organization working to protect and advance the legal rights of women and girls, where she works on employment issues such as sex discrimination, civil rights enforcement by federal agencies, and child care, as well as economic security issues. Prior to working at the Center, she served as Associate Legislative Counsel on economic issues at AARP, where her work included instigating research reports on workplace discrimination against older women and the impact of

occupational segregation and pay inequity on the retirement incomes of women and people of color. She has more than 30 years of experience in public interest advocacy for women's rights, civil rights, economic security, and consumer protection. She received her Master of Laws degree from Georgetown University Law Center and her Juris Doctor degree from George Washington University.

Kenneth W. Chu

Kenneth Chu has been the Chief Administrative Judge for the EEOC during the past sixteen years and currently supervises a staff of five judges. His office is responsible for conducting administrative hearings and adjudicating federal sector complaints of discrimination in the Northeast Region.

Kenneth Chu is a graduate of the City College of New York and earned his Doctor of Jurisprudence from Brooklyn Law School. He has extensively spoken on topics such as the federal complaints adjudication process, new developments and trends in employment cases, and the Americans with Disabilities Act. He was the Chair of the Administrative Judges' work group and was instrumental in providing recommendations to the EEOC for regulatory changes and revisions on the federal complaints adjudication process in 1999. Judge Chu also served on the work committee to draft the Administrative Judge's Handbook on uniformity and guidance in 2002.

Prior to working with the EEOC, Kenneth Chu was an attorney with the New York Legal Services. Judge Chu also served as the Housing Director for the New York Chinatown Planning Council, and has taught at the City College of New York. He help start and has served as a staff attorney with the Asian American Legal Defense & Education Fund. In that capacity, he co-wrote several *amicus curiae* briefs to the Supreme Court, including the *Bakke and Webber* affirmative action cases. Judge Chu was also co-counseled in a 1979 Federal Court consent degree which affirmatively hired Asians for the New York City Police Department.

Kenneth Chu is very active in the Asian American community. He has previously served as the President of the New York City chapter of the Organization of Chinese Americans. Judge Chu is also the legal counselor for the Society of Asian Federal Officers, which is a fraternal group of Asian federal law enforcement officers.

Mr. Chu is a marathon runner, plays basketball, and has volunteered his time as a youth counselor and mentor.

The Honorable U.W. Clemon

In 1980, President Jimmy Carter nominated then Alabama Senator U.W. Clemon for a position as a United States District Judge for the Northern District of Alabama. Since his confirmation, that same year, Judge Clemon has served faithfully and fervently on the federal bench.

One of nine children of Mississippi sharecroppers, U.W. Clemon is a native of Fairfield, Alabama. At the tender age of thirteen, agitated by a racial incident and inspired by the venerable Thurgood Marshall and local attorney Demetrius Newton, Clemon decided he would become a civil rights attorney. His love for learning was nurtured by the segregated public schools of Jefferson County. He was president of the student body, editor-in-chief of the school newspaper, and valedictorian of the Westfield High School Class of 1961.

Clemon's passion for civil rights was further fueled at Miles College, where he, along with other student activists, boycotted downtown Birmingham stores in 1962. Though labeled an "agitator" by Eugene "Bull" Connor, Clemon boldly presented a petition protesting Birmingham's segregation ordinances to the Birmingham City Commission, before being ordered out of the meeting. When Dr. Martin Luther King, Jr. commenced his massive demonstration in 1963, Clemon was one of the students assigned to desegregate the Birmingham Public Library. He was later elected president of the student body and graduated valedictorian of the Miles College Class of 1965. Clemon then enrolled in the Columbia University Law School, where many of the professors were closely associated with the civil rights movement. While at Columbia, he worked part-time with the NAACP Legal Defense Fund ("LDF"). Upon graduation, he received an LDF Earl Warren Fellowship, which facilitated his return to Birmingham and entry into the practice of law.

On graduation from Columbia, Clemon joined the Birmingham law firm of Adams, Burg, & Baker, which later became Adams, Baker, & Clemon. The "ABC firm," as it was known, included the late Alabama Supreme Court Justice Oscar W. Adams, Jr., and the first black Birmingham City Attorney, the late James K. Baker. The ABC firm was regarded in many circles as the preeminent civil rights law firm in the state. Attorney Clemon specialized in school desegregation and employment discrimination cases. He and his law firm were involved in most of the discrimination lawsuits against the major private and public employers in Alabama. He was at the vanguard in desegregating the public schools of North Alabama. In 1969, he brought the lawsuit seeking to force legendary Paul "Bear" Bryant to recruit black high school athletes. His police brutality cases led to the establishment of the Birmingham Community Affairs Committee and the election of the city's first black mayor, Dr. Richard Arrington, Jr. As an attorney, Clemon was highly respected for his legal abilities and was well-known for taking a stand, even when doing so meant he stood alone.

In 1974, the people of Birmingham recognized Attorney Clemon's dedication and service by electing him, along with Judge J. Richmond Pearson, to serve in the Alabama State Senate. These men were the first two blacks to serve in the Alabama State Senate since Reconstruction. As a Senator, Clemon successfully chaired the Rules Committee and the Judiciary Committee. In those positions, he challenged the restoration of the death penalty; led the effort to force Governor George Wallace to appoint blacks to state boards and agencies; and advanced legislation removing the black state universities from the control of the all white State Board of

Education. When boards of trustees were created for these universities, Senator Clemon thwarted Governor Wallace's efforts to appoint majority white boards.

Senator Clemon's nomination to the federal bench was highly controversial and widely publicized. Despite some opposition, he received the unanimous vote of the Senate Judiciary Committee and the full Senate. As Alabama's first black federal judge, Judge Clemon has presided over a myriad of federal cases. The race, gender, and disability discrimination cases he has heard, together with settlements in his environmental cases (i.e., DDT, PCBs) have resulted in over a billion dollars in damages, as well as substantial equitable relief (promotions, reformation of employment systems, environmental clean-up projects, medical care, prescription drugs, and a medical clinic) for thousands of plaintiffs. He received national attention, including front-page coverage on *The New York Times*, for his orders requiring various Alabama counties to construct new jail facilities and to provide constitutionally adequate medical care for inmates. He has been designated by the Panel on Multi-District Litigation to preside over several national cases, and he presently supervises one of two global breast implant settlements.

Judge Clemon is the recipient of numerous awards and recognitions. The Southern Christian Leadership Conference, in 1980, honored him with its "Drum Major Award." Six years later, the National Bar Association ("NBA") bestowed on him its highest honor: the C. Francis Stradford Award. The NBA's Judicial Council, consisting of black judges of the United States, gave him its "William H. Hastie Award" for "exceptional legal scholarship" in 1987. In 1998, the National Association for Affirmative Action bestowed on him the "Rosa Parks Award." In April of 1999, Columbia University Law School honored Judge Clemon with its coveted "Paul Robeson Award."

That same year, Judge Clemon moderated an American Bar Association ("ABA") sponsored, nationally televised panel discussion on hate crimes. During the 2004 Congressional Black Caucus Weekend, United States Congressman Artur Davis recognized Judge Clemon with a "Lifetime Achievement Award." Also in 2004, Judge Clemon was one of the distinguished panelists on acclaimed commentator Tavis Smiley's nationally televised commemoration of the golden anniversary of *Brown v. Board of Education*.

Judge Clemon has received honorary doctorate degrees from Miles College and Birmingham-Southern College; and a pre-law scholarship has been established in his honor at Birmingham-Southern College. Additionally, two streets in Birmingham bear his name.

In 1999, Judge Clemon became the Chief Judge of the Northern District of Alabama, which consists of eleven district judges, six magistrate judges, and five bankruptcy judges. Working with his fellow judges, Chief Judge Clemon implemented a new jury plan for the district in 2000. This new jury plan greatly increased minority participation on juries, substantially reduced the distances jurors must travel, and decreased juror costs. He has also striven to increase diversity in the court's workforce.

Judge Clemon takes great pride in his wife of 37 years and his two children. Mrs. Barbara (Lang) Clemon recently retired from the Jefferson County Board of Education after 36 years of service as a teacher. Judge Clemon's son, Isaac, is a musician in New York, and his daughter Michelle is an attorney in Birmingham. Judge Clemon is a faithful member of Sixth Avenue Baptist Church, where he is a member of the Male Chorus.

Frank Coy

Frank Coy is President of Human Resource Consultants Inc., a Richardson, Texas HR consulting firm, formed in 1980 and recognized nationally for innovative HR programs, OD Projects, and applied training programs in such areas as: Positive InterAction Leadership Skills, Organizational Development, Strategic Planning, Change Management, Conflict Management, Workplace Diversity, Interest-Based Negotiations (IBN), Performance Management, Discipline & Coaching Skills and more. Frank has served such customers as: Southern Gas Association, ATMOS Energy Corporation, TRW, British Petroleum, Randolph AFB, Lackland AFB, USDA, U.S. Courts, Library of Congress, U.S. Postal Service, U.S. Park Service, Office of Personnel Management, EEOC, Federal Bureau of Prisons, and a number of Head Start and Community Action Agencies through the U.S. Department of Health & Human Services, Agency for Children & Families (ACF) Division. He serves as a consultant resource for Texas Tech University in handling conflict and organizational issues regarding Head Start Boards and Parent Policy Councils. His recommendations to Governor Ann Richards in 1994 led to the decentralization of the Texas Department of Criminal Justice (TDCJ). He established the San Antonio Area Crisis Center in 1971. This center is still in operation today. He is certified in traditional and transformative mediation and holds a Master's Degree in Counseling and Organizational Behavior from St. Mary's University. He also has two years Doctoral level training in Adult Learning and Behavioral Management from the University of North Texas.

Andrew Culbertson

Andrew Culbertson graduated with a B.A. from the University of Rochester in 1987 and received his J.D. from the University of Buffalo School of Law in 1990. Mr. Culbertson clerked for an Administrative Law Judge at the Department of Labor for two years before coming to the Equal Employment Opportunity Commission's Office of Federal Operations as a staff attorney in 1992. In 2000, Mr. Culbertson became an Administrative Judge with the Commission's Washington Field Office, and in that capacity adjudicates complaints of discrimination filed by federal employees under Title VII, the Age Discrimination in Employment Act, and the Rehabilitation Act/Americans with Disabilities Act. Since 2005, Mr. Culbertson has been a Supervisory Administrative Judge. Mr. Culbertson is admitted to practice law in both New York and the District of Columbia.

Robbie Dix III

Robbie Dix, III has served as a Division Director in the Office of Federal Operations of the United States Equal Employment Opportunity Commission since August 1979. As division director, Mr. Dix is responsible for the final administrative adjudication of federal employee appeals from final agency decisions on complaints of unlawful employment discrimination. He directs a staff of 23 attorneys in the review of administrative records, preparation and issuance of decisions, and legal advice on certain matters before the Commission.

The Office of Federal Operations decides appeals arising under Title VII of the Civil Rights Act of 1964, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Rehabilitation Act of 1973, as amended; the Equal Pay Act of 1963; and the Civil Service Reform Act of 1978. The cited statutes prohibit employment discrimination based on race, color, religion, sex, national origin, age (over 40), disability, and unequal pay because of sex. The Civil Service Reform Act establishes certain procedures unique to federal employees. The office decides over 8000 appeals a year and manages a docket of 7,000 receipts plus carryover inventory of 3500 appeals.

Mr. Dix began his employment at the Commission in 1972. He served as a trial attorney in the Offices of General Counsel and Systemic Programs. In those offices he prosecuted private sector discrimination cases and conducted investigations of systemic discrimination against major employers. Responsibilities included resolving a matter against a major airline; concluding the consent decree in *EEOC v. AT&T*; and negotiating the consent decree in *EEOC v. Local 580*.

Prior to joining the Commission, Mr. Dix worked as an attorney in the New York City Legal Services program. In that position he represented low-income residents of Harlem in a variety of general legal matters.

Mr. Dix graduated from Morehouse College, Atlanta GA, in 1967 and the New York University School of Law in 1970. He is admitted to practice before the Supreme Court of the United States, Southern District of New York, and the courts of New York.

Janine Driver (Lyn' Tamer)

Body Language Expert Janine Driver, Lyn' Tamer, is an international speaker, a radio personality on NBC World Radio, and is the author of the book, *Masters of Success*, co-written with Jack Canfield (*Chicken Soup for the Soul*). Janine has been told many times that she is among the funniest comedic speakers in the business world. Her hilarious improvisational antics, paired with her insightful body language analysis, have won the laughs of government employees, sales representatives, recruiters, attorneys, healthcare associates and hundreds of other business professionals. Throughout the world, Janine facilitates courses and workshops on Reading People, Establishing Rapport to Increase Sales & Clientele, Detecting Deception, and Successful Dating Secrets.

Janine has ten years experience instructing law enforcement officials and has been trained by international deception detection expert psychologists Dr. Paul Ekman and Dr. Mark Frank, and by the world-renowned Institute of Analytical Interviewing (IAI), owned by former ATF Agent JJ Newberry.

Janine's potent pairing of hard-earned expertise and fascinating work/life stories have led to her success as a former stand-up comedian. Her quick-wit and comical tales have been highlighted on *Geraldo*, *E!*, and *Hard Copy*. Not only has Janine shared a stage with Chris Rock and Robin Williams, but she also divulged a number of her body language secrets to over a million viewers when she appeared on *Weekend Live* on Fox News with Tony Snow and the CBS Sunday Morning Show in New York City.

Kendra Duckworth

Kendra Duckworth is a Human Factors Consultant for the Job Accommodation Network (JAN) a service of the US Dept of Labor Office of Disability Employment Policy. As a consultant, Kendra specializes in providing accommodation information for individuals with psychiatric disabilities, cognitive and neurological impairments as well as burn injuries. She is a graduate of West Virginia University with a Bachelors of Arts degree in Psychology and a Master of Science degree in Rehabilitation Counseling. Since 1991 she has provided consultation to employers, rehabilitation professionals, and people with disabilities about worksite accommodations, the Rehabilitation Act, and the Americans with Disabilities Act. She has published an article in the November 1999 issue of the *Journal of Vocational Rehabilitation* titled "Accommodating workers with traumatic brain injury: Issues related to TBI and ADA". She has also written articles on accommodations for the Job Accommodation Network's Consultants Corner on issues of accommodations for Employees with Seasonal Affective Disorder, Disability and Disclosure, and Stress in the Workplace. Ms. Duckworth also serves as a national speaker for the Job Accommodation Network.

Amy Dunning

Amy Dunning was appointed in January 2001 as the Regional Director/Chief Administrative Judge of the Western Regional Office of the U.S. Merit Systems Protection Board.

From 1998-2001 Ms. Dunning served as Counsel to the Commander, U.S. Naval Forces Europe, in London, United Kingdom. As the senior Navy Office of the General Counsel attorney in Europe, she provided legal services throughout Europe as well as in Bahrain.

Prior to working in London, Ms. Dunning served on the legal staff of the Deputy Assistant Secretary of the Navy (Civilian Personnel/Equal Employment Opportunity), as Counsel to the Director, Human Resources Operations Center. From 1993-1994, Ms. Dunning worked in the Justice Management Division of the Department of Justice representing management in cases brought by Department of Justice employees and their unions.

Ms. Dunning served eight years on active duty as a Judge Advocate with the U.S. Marine Corps, including time spent mobilized for Operation Enduring Freedom. She performs her reserve duty as a Colonel with the Mobilization Command in Kansas City, Missouri.

Ms. Dunning is a native of Milwaukee, Wisconsin. She received her undergraduate degree in Political Science from the University of Missouri in 1981 and her law degree from Southern Illinois University in 1984. She earned an LL.M in Labor Law from Georgetown University in 1990. Ms. Dunning is admitted to practice law in California, Illinois, and the District of Columbia.

Naomi C. Earp **EEOC Vice Chair**

Naomi Churchill Earp was sworn in on April 28, 2003, as the Vice Chair of the U.S. Equal Employment Opportunity Commission (EEOC). On October 26, 2005, President Bush reconfirmed Ms. Earp for a second term. Her current term expires on July 1, 2010. She brings to the EEOC hands-on leadership and management experience; a strong track record of promoting diversity; and expertise in the equal employment opportunity (EEO) field. Her breadth of experience, spanning the private and public sectors, provides valuable insight into employment-related issues.

Ms. Earp's work experience in promoting diversity in EEO includes a series of progressively responsible leadership positions with various federal agencies, including the National Institute of Science and Technology, the National Institutes of Health (NIH), the Federal Deposit Insurance Corporation, and the U.S. Department of Agriculture.

At the NIH, Ms. Earp spearheaded the development of a world-class diversity initiative and a nationally-recognized Alternative Dispute Resolution program. At the Department of Agriculture she headed the Equal Opportunity Program, which included minority small businesses and minority farmers. Ms. Earp also served as an Attorney Advisor at the EEOC during the mid-1980s. In addition, Ms. Earp has worked as an independent consultant providing services to private employers and public agencies on a variety of employment-related issues and programs.

A native of Newport News, Virginia, Ms. Earp received her bachelor's degree from Norfolk University, Norfolk, Virginia; master's degree from Indiana University, Bloomington, Indiana; and Juris Doctor from Catholic University's Columbus School of Law, Washington, DC. She is a member of the Supreme Court Bar and the Pennsylvania Bar.

Susan A. Flynn

Susan A. Flynn has been the Chief Administrative Judge in the Equal Employment Opportunity Commission's Philadelphia District Office since 1994, and currently supervises a staff of five administrative judges and one paralegal. She has been an Administrative Judge since 1987, responsible for adjudicating complaints of employment discrimination in the federal sector.

Throughout her tenure as an administrative judge, Ms. Flynn has conducted training on various topics, including substantive areas such as harassment, compensatory damages, disability and reasonable accommodation, as well as practice-related topics such as motion practice, summary judgment, discovery, settlement and tips for practitioners before EEOC. She has served on various EEOC committees and task forces, including the group that drafted the EEOC Administrative Judges Handbook. Ms. Flynn is also one of the original organizers of the annual EEOC EXCEL Conference.

Ms. Flynn began her legal career with VISTA (Volunteers in Service to America), working in an education law project in Albany, New York. She then became an Assistant Public Defender in Bucks County, Pennsylvania, representing indigent clients in criminal proceedings including major felonies such as homicide. She subsequently served as a staff attorney with the Bucks County Legal Aid Society representing indigent clients in cases such as spouse abuse, landlord/tenant, custody, and child welfare matters. Ms. Flynn was then appointed to the position of Solicitor for the Bucks County Court of Common Pleas, Domestic Relations Section. Ms. Flynn earned her B.A. in History and Philosophy at the University of Delaware. She graduated from the Villanova University School of Law, with her J.D. and an award for research in human rights.

Gary M. Gilbert

Gary M. Gilbert is an attorney, consultant and mediator specializing in the area of employment discrimination law. He has lectured and written extensively on various aspects of employment law. He is a former Chief Administrative Judge with the U.S. Equal Employment Opportunity Commission and the author of the recent text book "Compensatory Damages and Other Remedies in Federal Sector Employment Discrimination Cases" and soon to be released desk book on disability law.

In his sixteen years as an administrative judge with the EEOC, he presided over hundreds of employment discrimination complaints and supervised the case management of literally thousands of others. He served on numerous workgroups and committees while with the EEOC, and had substantial input into the Commission's regulatory reforms enacted in 1989, 1992 and 1999 and the accompanying changes to the Commission's Management Directives to federal agencies.

While with the EEOC, he also provided substantial input into the Commission's guidance and regulations on the American with Disabilities Act and he was one of three individuals

responsible for developing materials and training all Commission lawyers on disability law after passage of the ADA.

Prior to his appointment at the EEOC, he worked for Florida Rural Legal Services, Inc. a 42 attorney, seven office legal services organization, where he litigated a variety of cases including employment matters, directed one of the largest pro bono legal programs in the country and acted for a period of time as the Executive Director. He also served for four years as the legal assistant to the Secretary of the Nuclear Regulatory Commission.

He is a frequent speaker on employment matters, appearing at conferences such as the annual Federal Dispute Resolution Conference and the annual EEOC sponsored EXCEL conference. He has been called upon to provide training for lawyers, non-attorney representatives and other employees at many federal agencies and he was invited as a guest speaker on the subject of compensatory damages at the MSPB judges' annual conference.

The many seminars he has presented to federal agency personnel include "How to Avoid Being Named in a Title VII Charge of Discrimination ... and What to Do If You Are" and "Effective Reasonable Accommodation Under the ADA ... Making it Work For Employees and Employers" He has also lectured extensively on litigation matters, including such seminars as "How to Prove and Defend a Claim for Compensatory Damages", "Filing Effectives Motion for Summary Judgment before the EEOC" and "Winning Cases with Discovery."

Mr. Gilbert is a member of the Labor and Employment Section of the Maryland Bar Association and sits on the Section Council. He has written several articles for the Maryland Bar Journal, the Maryland Bar Labor and Employment Section Newsletter and the Florida Bar Journal. Mr. Gilbert is a partner in the management consulting firm of Vitaro, Goodfriend & Gilbert. He is a graduate of the University Of Maryland School Of Law and is admitted to the Bar in the States of Maryland and Florida.

Martin A. Gold

Martin A. Gold is an attorney and is the team leader for the USDA/APHIS Assessment and Litigation Branch. Mr. Gold serves as the Agency Representative before the EEOC and selected Appeals before the MSPB. Before joining the USDA, Mr. Gold was in private practice in Beverly Hills, California engaged in commercial litigation and Appellate proceedings and is a trained mediator. Throughout his legal career he has represented employers and employees in disputes involving discrimination and sexual harassment, unfair labor practices and employment agreements. Mr. Gold has been a guest speaker and panelist at his Agency's civil rights conferences and a co-presenter for the EEOC's hearing preparation course since 2004. Mr. Gold received his JD from Southwestern University School of Law in Los Angeles, California, and his BS in education from Wayne State University in Detroit, Michigan.

Jeanne Goldberg

Jeanne Goldberg is a Senior Attorney Advisor in the ADA Policy Division of the Office of Legal Counsel at the U.S. Equal Employment Opportunity Commission (EEOC) headquarters in Washington, D.C. In that role, she assists the Commission in interpreting and applying the ADA and the Rehabilitation Act of 1973, and participates in drafting policy guidance and other informational materials as well as providing technical assistance to members of the public and other government agencies. Ms. Goldberg has conducted numerous EEO training sessions throughout the country for managers, employees, attorneys, and human resources staff in both the private and public sectors. She also previously served as an attorney in the Appellate Review Program of the EEOC Office of Federal Operations.

Prior to joining EEOC, Ms. Goldberg was in private law practice from 1990-1999, specializing in civil rights litigation, and argued EEO cases before the U.S. Courts of Appeals for the Fourth and D.C. Circuits. She was also an adjunct law professor at the College of William and Mary from 1996-1998. Before entering private practice, she served from 1988-1990 as a staff attorney for the U.S. Court of Appeals for the Third Circuit.

She received her B.A. from Northwestern University and her J.D. from George Washington University.

Christine M. Griffin **EEOC Commissioner**

Christine M. Griffin was sworn in on January 3, 2006, as a Commissioner of the U.S. Equal Employment Opportunity Commission (EEOC). Ms. Griffin was nominated by President George W. Bush on July 28, 2005, and unanimously confirmed by the U.S. Senate on November 4 to serve the remainder of a five-year term expiring July 1, 2009.

As one of five members of the Commission, Ms. Griffin participates with other Commissioners on all matters which come before it, including the development and approval of enforcement policies, authorization of litigation, issuance of Commissioners charges of discrimination, and performance of such other functions as may be authorized by law, regulation, or order.

Ms. Griffin's work experience in labor and employment law includes positions in both the public and private sectors. Most recently, she served as the Executive Director of the Disability Law Center in Boston from 1996 to 2005. The Law Center provides legal advocacy on disability issues that promote the fundamental rights of all people with disabilities to participate fully and equally in the social and economic life of Massachusetts. As Executive Director, she provided leadership for the Law Center's 25 employees and conducted its overall management, including programmatic and fiscal planning, priority setting and implementation, and fundraising.

Prior to that, Ms. Griffin served from 1995 to 1996 as an Attorney Advisor to the former Vice Chair of the EEOC, Paul M. Igasaki, advising him on legal matters and policy issues. Ms.

Griffin's other federal work experience includes serving in the U.S. Attorney's Office in Boston, the U.S. Food and Drug Administration, and the U.S. Army.

A native of Boston, Ms. Griffin is a graduate of the Massachusetts Maritime Academy and served as its Interim President from 1993 to 1994. She is also a graduate of Boston College Law School and, upon graduation, was awarded a Skadden Arps Fellowship at the Disability Law Center. Ms. Griffin has served on many boards and task forces, including the national Social Security Administration Ticket to Work Advisory Panel, the Massachusetts Developmental Disabilities Council, and the Massachusetts Board of Higher Education. In December 2005, Ms. Griffin was selected as one of the nation's eleven "Lawyers of the Year" by Lawyers Weekly USA newspaper.

Ric Giardina

Ric Giardina is the founder and president of The Spirit Employed Company. He consults and trains on improving productivity, product and service quality, employee retention, and *esprit de corps* through the mechanism of employee engagement. He assists in the creation of organizational cultures that place high value on individual authenticity, employee life balance, a sense of conscious community in the workplace, and individual and organizational discipline.

For more than 25 years, Ric worked in corporate America, actively engaged in encouraging people to express their authentic selves in their workplaces. He has created start-up spin-off subsidiaries for several international companies, including Intel Corporation. He spent nearly nine years at Intel, where he co-designed and implemented the now ubiquitous Intel Inside® program and directed Intel's early branding activities including the creation of names such as that for the Pentium® processor. Before leaving Intel to create The Spirit Employed Company, he served as its Director of Business Relationships and was responsible for several of its customer service programs.

His articles, essays, and poetry have been broadly published, and his first book of poetry, *Threads of Gold*, was published in January 2000. His first best-selling book in the Spirit Employed® series, *Your AUTHENTIC Self: Be Yourself at Work* was published in 2002, and has been purchased in bulk for distribution to employees at such world-class organizations as Southwest Airlines and the California Franchise Tax Board. His second book in the series, *Become a Life Balance Master*, was published in April 2003. His books have been translated into several languages including Chinese and Indonesian.

Ric is a Past President of the Northern California Chapter of the National Speaker's Association (NSA), Chair of the NSA Professional Experts Group, and a member of NSA's Professional Development Council. He is also a Professional Member of the Institute for Management Consultants. He has served on numerous corporate and not-for-profit boards of directors and was a regularly sitting *pro tem* traffic judge in Marin County from 1982 through 1988. He is a member of the adjunct faculties of San Jose State University; California State University, Sacramento; the University of California, Berkeley; the University of the Pacific; and San Jose/Evergreen Community College.

Ric Giardina and The Spirit Employed Company received the “Keeping America Strong” Award from William Shatner’s “Heartbeat of America” television program in 2005 for its efforts in bringing spirit back into the workplace.

Ric Giardina can be reached at 800-538-2001 or by email at ric@spiritemployed.com or check out the Spirit Employed website at www.spiritemployed.com.

Carlton M. Hadden

Carlton M. Hadden, is the Director of the Office of Federal Operations, United States Equal Employment Opportunity Commission, Washington, D.C.. The office provides oversight for the government-wide EEO complaint adjudication and affirmative employment functions and is responsible for the Federal government’s Equal Employment Opportunity (EEO) appellate function.

He is a graduate of an HBCU-North Carolina Central University. He also earned his Juris Doctorate degree from Catholic University’s Columbus School of Law. Prior to his service with EEOC, Mr. Hadden was employed with the George Washington University.

Mr. Hadden began his federal career with the commission in 1987 as an attorney responsible for writing EEOC appeals decisions. Early in his career at EEOC, he worked as a Supervisory Attorney and later as an Attorney Advisor to the Director of the Office of Federal Operations. In 1999, he was selected to be the Director of the Office of Federal Operations.

Under his leadership, EEOC’s federal sector accomplishments include the implementation of the new Part 1614 federal sector complaint processing regulations; increased onsite reviews, improved data collection; increased outreach, education and technical assistance. Mr. Hadden has improved working relationships with all stakeholder organizations.

Further, through the use of innovative case management techniques and pilot programs, EEOC’s appellate inventory has been significantly reduced by over 40%.

Through comprehensive efforts, Mr. Hadden continues to work toward the Commission’s mission of eradicating discrimination in the federal workplace.

Ernest C. Hadley

Mr. Hadley is engaged in the private practice of law in Wellfleet, Massachusetts. He is a graduate of Bates College in Lewiston, ME, and the late Antioch School of Law in Washington, D.C. A reporter and editor prior to entering law school, he is a former associate at the Washington, D.C. law firm of Passman and Broida.

Mr. Hadley has been representing federal sector employees before the Equal Employment Opportunity Commission, the Merit Systems Protection Board and in the federal courts since graduating from Antioch. He also occasionally represents federal agencies before the EEOC. He is admitted to the bar in the District of Columbia and the Commonwealth of Massachusetts.

Mr. Hadley is the author of several books on federal sector employment law, including, *A Guide to Federal Sector Equal Employment Law and Practice, Nineteenth Edition* (1979-2006); *Representing Agencies and Complainants before the EEOC, Second Edition* (2005); *A Guide to Federal Sector Disability Discrimination Law and Practice, Second Edition* (2006); and *A Guide to Federal Sector Labor Arbitration: A Casebook of Federal Sector Arbitration Cases, Second Edition* (2000). He is also the co-author of *Sexual Harassment: Federal Law, Third Edition* (1999); *Federal Sector Workers' Compensation Law, Second Edition* (2000); *Motions Practice before the Merit Systems Protection Board and Equal Employment Opportunity Commission* (1998); *The EEO Counselors' and Investigators' Manual* (2001); *Effective Summary Judgment Motions* (2002); and *EEO Discovery Forms for Agency Representatives* (2004).

A frequent speaker at federal sector training programs and seminars, Mr. Hadley is a founder and director of the Federal Employment Law Training Group, Inc.

He lives in Truro, MA, with his wife, three children, four cats and a dog.

Charetta T. Harrington

Charetta T. Harrington is Chief Administrative Judge at the Cleveland District Office of the Equal Employment Opportunity Commission. Ms. Harrington is responsible for supervising Administrative Judges and support staff in the Hearings Unit.

Charetta Harrington has been employed at the EEOC since August 1979. She worked as a paralegal specialist in the Legal unit for three months prior to being promoted to an Administrative Judge position in November 1979. She has been Chief Administrative Judge since 1986. Ms. Harrington is a frequent speaker on behalf of the Commission to federal employees and managers on such topics as harassment and disability discrimination. She is a Commission trainer for the 32 hour Basic EEO Counselor Course, the 8 hour Refresher EEO Counselor Course and the FEPA Training Course. Ms. Harrington is a board member of the Friends of the Cleveland School of the Arts and is an American Red Cross volunteer.

Ms. Harrington earned her Bachelor of Arts degree from Hampton Institute, Hampton, Virginia, and her JD degree from the Cleveland Marshall College of Law. She is admitted to the Bar in the state of Ohio and to the U.S. District Court, Northern District of Ohio. Ms. Harrington is a certified mediator having completed the National Judicial College's mediation course.

Sandra Hobson

Ms. Hobson joined the Equal Employment Opportunity Commission in 1996 as field investigator. In addition to being an investigator, she has held assignments as LOD writer, fact-finder, conciliator, State and Local Coordinator, and systemic investigator. She joined DOL's Office of Federal Contract Compliance Programs in 1983. Ms. Hobson returned to EEOC in 1984 as Systemic Investigator in Systemic Investigations. She moved to the Determinations Review Program in 1987 and served as reviewer, Branch Chief, and finally as a Division Director.

Ms. Hobson moved to the Department of Housing & Urban Development to manage its EEO nationwide complaints program. She also acted as Director of EEO. Ms. Hobson returned to EEOC in 2001 as Special Assistant to the Chair.

Nicholas M. Inzeo

Nicholas Inzeo serves as the Director of the Office of Field Programs of the U.S. Equal Employment Opportunity Commission (EEOC), having been appointed to that position by EEOC Chair Cari M. Dominguez on July 1, 2003. In that position he is responsible for the outreach, investigation, mediation and enforcement activities of the Commission's 51 field offices. Prior to serving as the Director of the Office of Field Programs, he served as Acting Deputy General Counsel from August 2001 until July 2003. There, he managed the day-to-day operations of the Office of General Counsel, which is responsible for the Commission's litigation against private and governmental employers, unions and other respondents. The Commission litigates under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Equal Pay Act and the Americans with Disabilities Act.

From 1991 until August 2001, Mr. Inzeo served as the Associate and Deputy Legal Counsel in the Office of Legal Counsel, where he served as in-house counsel to the Commission. He headed the operation in the Office that represented the Commission in court cases where EEOC is a defendant and provided advice to the Commission on a myriad of legal issues involving administrative and fiscal law. Mr. Inzeo managed the staff that drafted the federal sector regulations, 29 CFR 1614, since 1980. Prior to assuming these management positions with the Commission, Mr. Inzeo spent 16 years as a trial and supervisory attorney with the Commission's Offices of General Counsel and Legal Counsel. He is a member of the District of Columbia and Maryland Bars and is a graduate of the Georgetown University School of Foreign Service and the George Washington University Law School.

Stuart J. Ishimaru

EEOC Commissioner

Stuart J. Ishimaru was sworn in on November 17, 2003, as a Commissioner of the U.S. Equal Employment Opportunity Commission (EEOC) to serve the remainder of a term expiring July 1, 2007. Mr. Ishimaru was nominated by President George W. Bush on October 14 and confirmed by the full U.S. Senate on October 31, 2003.

As a member of the Commission, he participates with the other Commissioners on all matters which come before it, including the development and approval of enforcement policies, authorization of litigation, issuance of Commissioner's charges of discrimination, and performance of such other functions as may be authorized by law, regulation, or order.

Mr. Ishimaru previously served as Deputy Assistant Attorney General in the Civil Rights Division of the U.S. Department of Justice between 1999 and 2001, where he served as a principal advisor to the Assistant Attorney General for Civil Rights, advising on management, policy, and political issues involving the Civil Rights Division. He supervised more than 100 attorneys in high-profile litigation, including employment discrimination cases, fair housing and fair lending cases, criminal police misconduct, hate crime and slavery prosecutions, and enforcement of the Americans with Disabilities Act.

Prior to this, as Counsel to the Assistant Attorney General in the Civil Rights Division for five years, Mr. Ishimaru provided advice on a broad range of issues, including legislative affairs, politics and strategies. He maintained liaison between the office and Members of Congress, and supervised fair housing and fair lending, equal employment opportunity, education, and Voting Rights Act litigation. He also testified before Congressional Committees on fair housing issues.

In 1993, Mr. Ishimaru was appointed by President Clinton to be the Acting Staff Director of the U.S. Commission on Civil Rights, and from 1984-1993 served on the professional staffs of the House Judiciary Subcommittee on Civil and Constitutional Rights and two House Armed Services Subcommittees of the U.S. Congress.

Mr. Ishimaru, a native of San Jose, Calif., received his A.B. in Political Science and in Economics from the University of California, Berkeley, and his law degree from the George Washington University. He is married to Agnieszka Fryszman, an attorney, and they have two sons, Matthew and Benjamin.

Linda M. Jackson

Linda Jackson has been at EEOC since 1987, most recently as Acting Director of Federal Sector Programs in the Office of Federal Operations. She is the Director of the Complaints Adjudication Division where she developed and manages the Form 462 website, a system which collects data on EEO complaints processing in over 300 federal agencies and their sub-components. She developed, and managed, the OFO relationship management project

which currently provides technical assistance and uses a single point of contact to help 12 federal agencies achieve model EEO program status, as required under MD 715.

Prior to her current position, Linda was Director of Training and Employee Development at EEOC and was also Survey Branch Chief in the Office of Program Operations (now the Office of Field Programs), administering EEOC surveys of employees in elementary, secondary and higher education institutions.

Prior to Linda's EEOC tenure, she spent nearly 5 years at the US Department of Education working with the National Advisory Committee on Blacks in Higher Education and Black Colleges and Universities. She has also owned and operated several businesses where she provided professional consulting services to educational institutions, associations and businesses; and represented artists from the US and abroad.

James H. Johnson, Jr., PhD (Jim)

James H. Johnson, Jr. is the William Rand Kenan, Jr. Distinguished Professor of Management at the University of North Carolina at Chapel Hill. He holds degrees from North Carolina Central University (B.S., 1975), the University of Wisconsin at Madison (MS, 1977), and Michigan State University (PhD, 1980).

Selected by *Fast Company* magazine (September 2000) as one of the "17 ... brightest thinkers and doers in the new world of work," Jim's current research and consulting activities focus on the workforce and workplace implications of post-1990 demographic changes in the U.S; and on how to create highly competitive and sustainable business enterprises and communities in the current era of economic uncertainty and global insecurity. His research on these and related topics has been widely cited in a number of national media outlets, including the *New York Times*, *Los Angeles Times*, *Wall Street Journal*, *Washington Post*, *Detroit Free Press*, *Newsweek*, *Time Magazine*, *U.S. News and World Report*, and *Business Week*. He has also appeared on a number of national television shows, including *The Today Show* on NBC, *CNN Headline News*, *the CBS Evening News*, *ABC Nightly News*, *Sunday Morning* on CBS, *Inside Politics* on CNN, and *This Week in Review* on NBC.

Prior to joining the UNC-CH faculty, Jim was a professor at the University of California, Los Angeles, where he spent the first twelve years of his professional career.

Jo Linda Johnson

Ms. Johnson, Esq. is an attorney and is currently working as a Special Assistant in the Office of Commissioner Christine Griffen, the United States Equal Employment Opportunity Commission. She is considered an expert on civil rights laws, the federal sector EEO process, and the issues of affirmative employment and affirmative action. During her tenure with the Commission, Ms. Johnson has served in several roles, including that of appellate attorney with the Office of Federal Operations (OFO), attorney advisor for the Affirmative Employment

Division of Federal Sector Programs, Branch Chief for the Affirmative Employment Division, Acting Director of the Special Services Division within OFO, and now Special Assistant to the newest Commissioner of the EEOC.

Ms. Johnson also provides extensive training on behalf of the Commission to members of the federal sector community, and has been trained to act as a mediator in private sector complaints of discrimination. Prior to joining the Commission, Ms. Johnson served as a judicial clerk. Ms. Johnson received her Juris Doctor from the George Washington University School of Law in Washington, DC, and her undergraduate degree from the University of California, Los Angeles.

Dianna B. Johnston

Ms. Johnston is the Assistant Legal Counsel for the Title VII/ADEA/Equal Pay Act division of the U.S. Equal Employment Opportunity Commission. Her division provides legal advice and assists the Commissioners in developing agency policy on new and complex employment discrimination issues under all three statutes.

Ms. Johnston joined the EEOC in 1979. She first served in the Commission's Office of Legal Counsel, representing the agency before administrative bodies and in federal district courts. She moved to the Commission's Appellate Division in 1982. During her six years there, she argued Age Discrimination Act, Title VII and Equal Pay Act cases before nine of the federal Circuit Courts of Appeals.

Law is a second career for Ms. Johnston. She was a Registered Nurse before earning her B.A. in Criminology at the University of Maryland. She received her J.D. from Georgetown University Law Center in 1977, and after serving as a teaching fellow there, earned her LL.M in 1979.

June D. W. Kalijarvi

Ms. Kalijarvi is a founding member and partner in KCN. She is admitted to practice in both the District of Columbia and the Commonwealth of Virginia. In addition she is admitted to practice before the U.S. Supreme Court; U.S. District Court, District of Columbia; U.S. Court of Appeals, District of Columbia; U.S. Tax Court; U.S. Court of Federal Claims; U.S. District Court for the District of Maryland and U.S. Court of Appeals for the Fourth Circuit.

Ms. Kalijarvi received her education at Wellesley College (B.A., 1963) and Georgetown University (J.D., 1973, L.L.M. 1975). Ms. Kalijarvi is also a member of numerous professional organizations such as The District of Columbia Bar; The Bar Association of the District of Columbia; and the American Bar Association (Member, Sections on Labor and Employment Law). Ms. Kalijarvi is the co-author of "Executive Authority to Impose Prior Restraint upon Publication of Information Concerning National Security Affairs: A Constitutional Power," 1973 Cal. W. L. Rev. 468 (Spring 1973).

Anthony J. Kaminski

Anthony J. Kaminski has been serving as the Chief of Staff to Vice Chair Naomi Earp of the EEOC since May 2003. Prior to coming to the EEOC he served as the Acting Director of Office of Equal Opportunity at the Food and Drug Administration and as the Complaints Manager. Mr. Kaminski began his career with the Department of Health and Human Services in 1978 as an Employee Relations and Staffing Specialist. He became a Labor Relations Specialist in 1984 and served as the National Institutes of Health's (NIH) Labor Relations Officer until 1990. He was a Supervisory Personnel Management Specialist from 1990 until 1995. In 1995, he became the Team Leader of the Formal Complaints Group in the Office of Equal Opportunity, NIH.

He received a Bachelor of Arts in Economics from Bucknell University in 1977, a Masters in Business Administration from the University of Maryland in 1990, and a Juris Doctor from the University of Maryland School of Law in 1997. He is a member of the Maryland Bar.

In addition to being an avid cyclist, Tony enjoys walking, working out, and reading.

Joseph V. Kaplan

Joseph V. Kaplan, a founding principal in the firm, received his undergraduate degree from the Pennsylvania State University in 1975, and his J.D. in 1978 from Gonzaga University. In 1979, Mr. Kaplan received a Master of Laws, LL.M. from the George Washington University National Law Center, specializing in Labor and Employment Law.

Mr. Kaplan's first position was with the National Treasury Employees Union (NTEU), where he was involved in labor litigation and negotiations. In 1986, Mr. Kaplan entered the private practice of law, concentrating in labor and employment law, as an associate with the firm of Passman & Broida. In January 1989, Mr. Kaplan opened his own legal practice under the name of Joseph V. Kaplan, P.C. By the end of that year, Messrs. Passman and Kaplan agreed to merge their firms under the name of Passman & Kaplan, P.C.

Mr. Kaplan continues to concentrate his practice in the areas of employment, labor, and discrimination law. While primarily representing Federal and D.C. Government employees and labor unions of the Federal and District of Columbia Governments, he represents an ever-increasing number of private sector employees.

In addition to practicing law, Mr. Kaplan is a frequent lecturer at professional seminars concerning various labor and employment law topics. Mr. Kaplan also served on the faculty of Central Michigan University, where he taught a graduate economics course on Collective Bargaining and Labor Law. He was twice elected as the National President of the Society of Federal Labor Relations Professionals (SFLRP) and is active in various professional organizations, such as the National Employment Lawyers Association (NELA). Mr. Kaplan has written a number of published articles concerning federal labor relations and is the author of the Federal Merit Systems Year Book, a leading reference book on the Merit Systems Protection

Board, published annually by the Labor Relations Press. Moreover, Mr. Kaplan has recently served as a court-certified expert witness on MSPB procedure in a civil action.

Mr. Kaplan is a member of the bars of the District of Columbia and the State of Maryland. Finally, Mr. Kaplan is a former Vice President and member of the Board of Directors of the Metropolitan Washington Employment Lawyers Association (MWELA).

Michael Kator

Since beginning his legal career in 1981 in Washington, D.C., Mr. Kator's experience has principally been in trial and appellate advocacy, including successful representation in the Supreme Court of the United States and several state supreme courts. He has argued (and won) two cases before the U.S. Supreme Court and has been counsel of record for principal parties or amici in over a dozen other U.S. Supreme Court cases.

Although the core of his litigation experience has been employment and civil rights related, Mr. Kator has handled a broad array of personal and commercial litigation, ranging from health insurance claims defense to class action tax refund litigation. He has also represented employees (and agencies) before the Merit Systems Protection Board and whistleblower and prohibited personnel practice cases before the United States Office of Special Counsel.

He is currently handling several cases in federal district courts and courts of appeals and also is serving as lead counsel in class actions pending before the Equal Employment Opportunity Commission. He has appeared as counsel of record in five state supreme courts (Virginia, Missouri, Mississippi, Oklahoma, South Carolina) and six U.S. courts of appeal (4th Circuit, 5th Circuit, 8th Circuit, 10th Circuit, D.C. Circuit, Federal Circuit), and both state and federal trial courts across the country. Mr. Kator is admitted to practice in the District of Columbia, Maryland and Texas. He is a 1981 graduate of the University of Texas School of Law and a 1978 Phi Beta Kappa graduate of the University of Texas at Austin.

In addition to his work as an attorney, Mr. Kator is active in the community. He is a member of several Bar Associations and he currently serves as President and Member of the Board of Directors of Inwood House, a non-profit apartment complex for individuals with disabilities. He was formerly the General Counsel for the Metropolitan Washington D.C. Police Boys and Girls Clubs and he served as the Vice-Chairman of the Montgomery County (Maryland) Commission on Hate/Violence. Mr. Kator currently serves as the Vice Chair of the Montgomery County Housing Opportunities Commission.

Joel Kravetz

Joel Kravetz, an Administrative Judge in the Washington Field Office, has worked for the EEOC since 1997. Prior to becoming an AJ, he worked in the Office of Federal Operations drafting decisions and assisting the Director with outreach and training. He helped develop the New and Continuing EEO Counselor Training courses and the course on the revisions to the 1614

Regulations. In 2003, Mr. Kravetz was detailed to the United States Attorney's Office in Washington, D.C., where he served as an Assistant United States Attorney prosecuting criminal cases in D.C. Superior Court. Prior to joining the EEOC, he was employed as an in-house labor and employment attorney at a Fortune 500 company and volunteered as an attorney and mediator at the Massachusetts Commission Against Discrimination. He has also worked in human resources for six years at an International Publisher and International Software Company. Mr. Kravetz received his B.A. in International Studies at the College of William and Mary, his J.D. *cum laude* from Suffolk University Law School's Evening Division, and a Master of Laws degree in Labor and Employment Law, *with distinction*, at Georgetown University Law Center. In the Spring of 2002, Mr. Kravetz published an article in the University of Pennsylvania's Journal of Labor and Employment law entitled: *Deterrence v. Material Harm: Finding the Appropriate Standard to Define an "Adverse Action" in Retaliation Claims Brought Under the Applicable Equal Employment Opportunity Statutes*.

Christopher J. Kuczynski

Chris Kuczynski is Assistant Legal Counsel and Director of the Americans with Disabilities Act Policy Division at the United States Equal Employment Opportunity Commission. In this position, he supervises the development of policy guidance interpreting Title I of the ADA. Mr. Kuczynski also advises EEOC's field offices, Office of General Counsel, and Chair and Commissioners on ADA investigations and litigation. Since assuming the position of Assistant Legal Counsel in February 1997, Mr. Kuczynski has made hundreds of presentations on the ADA to a variety of audiences – from human resources professionals and EEO counselors in the public and private sectors, to plaintiff and defense counsel.

From October 2003 until April 2004, Mr. Kuczynski was Associate Director for the White House Domestic Policy Council, coordinating activities across the federal government related to the New Freedom Initiative, the President's comprehensive strategy for the full integration of people with disabilities into all aspects of American life. Mr. Kuczynski also served for nine months as Special Assistant to EEOC Chair Cari Dominguez, advising her on issues related to all of the EEO laws; worked as a trial attorney for the Civil Rights Division of the United States Department of Justice from July 1993 through February 1997; and worked for three years as a litigation associate with a major Philadelphia law firm.

He has a B.A. in English from Villanova University, a J.D. from Temple Law School, and an LL.M. from the Yale Law School, where his course of study focused on constitutional law and civil rights issues.

Spencer H. Lewis, Jr.

In 1973, Spencer H. Lewis, Jr., joined the Equal Employment Opportunity Commission as a Law Clerk with the Philadelphia Litigation Center. He subsequently served as Trial Attorney (1973-1977), Supervisory Trial Attorney (1977-1979), and Regional Attorney with the Philadelphia District Office (1979-1988). During the 15 years, Mr. Lewis was responsible for trial, supervision and management of major litigation under Title VII, the Equal Pay Act, the Age Discrimination in Employment Act and the Rehabilitation Act. He also managed the Complaint Adjudication Unit which resolves charges of discrimination in the federal sector.

In January, 1988, he was appointed Director of the Detroit District Office. In June 1989, he became Director of the New York District. As Director, he is responsible for the enforcement of federal employment discrimination laws in New York, the New England states, Puerto Rico and the Virgin Islands. He serves on numerous agency-wide committees and task forces which review the agency's goals, mission and structure.

Mr. Lewis received his Bachelor of Arts degree in History from Lincoln University in Pennsylvania. He also received a Master of Arts degree in Labor and Industrial Relations (Labor Economics) from the University of Illinois in 1969 as well as a law degree from its Law School in 1973.

He has been admitted to practice before the Pennsylvania Bar, since 1973. He is a member of the Pennsylvania Bar Association; an Adjunct Member, Labor Law and Employment Law Committee, New York City Bar Association; and a member of the Federal Bar Association. He is a member on the Steering Committee of the New York Federal Executive Board.

Mr. Lewis currently serves as Co-Chairman of the New York Region Combined Federal Campaign and has been the Chairman of Division 9 of the New York Combined Federal Campaign for six years

Mr. Lewis also serves on the Board of Directors of the New York Employment Law and Practices Newsletter.

Before joining the Equal Employment Opportunity Commission (1964-1968) he was employed as a Personnel Interviewer with the Personnel and Labor Relations Division, the Budd Company, Philadelphia, which is a supplier of parts to the automotive industry. He was responsible for recruitment, hiring and selection of hourly as well as white collar staff. He also handled labor relations and employee benefit problems.

Edward McCaffrey

Edward McCaffrey is the Program Analyst in the Philadelphia District Office of the Equal Employment Opportunity Commission. As Program Analyst, Mr. McCaffrey is the Philadelphia District Office's primary speaker to employer and constituency groups on topics related to the mission of the Commission and technical assistance. Mr. McCaffrey is also the district's primary

resource person on all matters relating to the Americans with Disabilities Act of 1990 and serves as the district's training coordinator. Mr. McCaffrey has been called upon from time to time to be a trainer for Commission staff at national training conferences as well as at other Commission offices. He has also trained employees of hundreds of corporations and governmental offices nationwide. He is co-author with Barry Goldman of "Why Fair Treatment Matters" in *Synthesis: Law and Public Policy in Higher Education* (Vol. 10, No. 3, Winter 1999).

Mr. McCaffrey began working for the EEOC in December 1971. He started his employment as an Investigator and was promoted to a Supervisory position in August 1979. During the 1983 to 1994 period, he was responsible for supervision of the office's investigations into systemic discrimination. In November 1994, he was selected to become the office's first Program Analyst.

Mr. McCaffrey is a graduate of Boston College.

Dennis M. McGuire

Dennis M. McGuire earned his J.D. in 1994 from Capital University Law School in Columbus, Ohio. He practiced for nine years in the private sector. For six of those years, he owned and operated The McGuire Law Office, concentrating exclusively in Labor & Employment Law. He is admitted to practice in the State of Ohio, the Federal Northern and Southern Districts of Ohio, the Sixth and Seventh Circuit Courts of Appeal, and the U.S. Supreme Court. He is a member of the Ohio State and Columbus Bar Associations, and a member of the Million Dollar Advocates Forum. In 2003, he became an attorney with the Office of Regional Counsel in the Department of Veterans Affairs, and continues to specialize in the field of Federal Labor & Employment Law.

Gazal G. Modhera

Ms. Modhera is a member of the Maryland and D.C. Bar Associations. Since 1999, Ms. Modhera has been with the U.S. Equal Employment Opportunity Commission ("EEOC") as an attorney in the Office of Federal Operations, Appellate Review Programs (ARP). As an attorney in ARP, Ms. Modhera is responsible for reviewing and drafting appellate administrative decisions on appeal from agencies and EEOC Administrative Judges on discrimination complaints in the federal sector. Ms. Modhera also reviews petitions from decisions involving discrimination issued from the Merit Systems Protection Board. Since 2000, Ms. Modhera has provided training to EEO Investigators, EEO Counselors, and Managers and Supervisors through the EEOC's Federal Sector Training Courses.

Bismarck Myrick

Since July 2003, Mr. Myrick has worked as Assistant Director in the Office of Civil Rights at the United States Patent and Trademark Office. Prior to 2003, Mr. Myrick worked in the Appellate Review Program, Office of Federal Operations at the Equal Employment Opportunity

Commission (EEOC). Mr. Myrick is admitted to practice in the State of Maryland and the District of Columbia. Mr. Myrick received his B.S. Degree from Florida State University in 1993 and his J.D. Degree from the University of Missouri-Columbia.

Donald J. Names

Donald J. Names is the Acting Director of Federal Sector Programs in the Office of Federal Operations, U.S. Equal Employment Opportunity Commission. Mr. Names has been with the Commission since 1987. Other positions he has held in EEOC's Office of Federal Operations include Director of the Special Services Staff, Chief of the Technical and Legal Support Branch and Chief of the Intake and Compliance Branch. He has served for many years as an editor of the Digest of EEO Law, an EEOC publication on federal sector EEO law. Mr. Names received his undergraduate degree in Linguistics in 1982 from the University of California, San Diego, and his J.D. in 1986 from American University, Washington, D.C. He is a member of the Bar Associations of both Virginia and the District of Columbia.

A. Tonya Odom

A. Tonya Odom is currently the Acting Deputy Director of the Equal Employment Opportunity Commission's Washington Field Office. Prior to serving as Deputy Director, Ms. Odom served as a Supervisory Administrative Judge and an Administrative Judge in the Washington Field Office's Hearings Unit. Ms. Odom first joined the Commission in 1990 as an attorney in the Office of Federal Operations. Before joining the Commission, Ms. Odom served as a staff attorney with the Office of the Attorney General for the State of Maryland where she provided advice and counsel, and litigated contract disputes, tort claims and employment discrimination cases for the Maryland Transportation Authority.

Ms. Odom received her Bachelor of Arts degree in Political Science from Howard University in Washington, D.C. and her law degree from the University of Maryland School of Law in Baltimore, Maryland. Ms. Odom is admitted to the Maryland State Bar.

Jean Palmer

Jean Palmer, president of Jean C. Palmer Training for Success and Excellence, has owned her own business since 1985. She has designed and taught many courses for managers. For the US Department of Labor, she wrote and taught the courses Personality Type and Management Style, and Time Management for Professionals. These courses were accepted for CEU credits. She has presented Managing Generation X or Managing the Generation Mix to government agencies such as the Department of State, Pension Benefit Guaranty Corporation, and Social Security Administration. Government clients include: FAA, GAO, HHS, OPM, Departments of Defense, Energy, Interior, Justice, Labor, Navy, and State. She presented at the national convention of Federally Employed Women.

Jean received an Outstanding Faculty award from the USDA Graduate School. She designed the orientation for all new faculty at the George Washington University Center for Professional Development and created and taught the faculty seminar “Adult Learning: Keeping Students Actively Engaged”. She was named 2003 Chapter Member of the Year for the National Speakers Association, DC Metro chapter and 2004 Woman of the Year for the Alexandria Professional Women’s Network.

Mary Elizabeth Palmer

Mary Elizabeth Palmer has been an administrative judge with the Commission's Baltimore District Office since 1987. Prior to that, she was in private practice for ten years. Since February 2004, she has been the Acting Chief Administrative Judge of the Baltimore Hearings Unit. She has been a frequent speaker on behalf of the Commission to federal employees, managers, and counsel. Some of the topics she has spoken on include discovery, examination of witnesses, sexual harassment and conducting an effective investigation. She has been a presenter at the Federal EXCEL program in 2004 and 2005 and this year is on the planning committee for the EXCEL program. She is a member of the Maryland Bar Association Labor and Employment Law Section. She received her undergraduate degree from Bryn Mawr College and her J.D from the University of Maryland.

Patricia Morgese Richter

Patricia Morgese Richter is the Manager of the National EEO Compliance and Appeals Programs office which is located at U.S. Postal Service Headquarters in Washington, DC. She reports to the Vice President of Employee Development and Diversity. Pat assumed this position in February 2004. She is responsible for overall policy and implementation of EEO law and regulations, including the USPS EEO complaint process and the Resolve Employee Disputes Reach Equitable Solutions Swiftly Program (REDRESS™), which is the nationally recognized US Postal Service ADR program. In addition she is responsible for Merit Systems Protection Board (MSPB) policy matters and the ELM 650 non bargaining unit appeal process. Pat manages a staff of 221 EEO professionals domiciled throughout the country.

Pat joined the Postal Service in 1973 as a window distribution clerk and has served in numerous operational and Human Resources positions, including Division Manager of Human Resources in the prior Queens Division and PCES Executive Postmaster of Flushing, New York. One of nine Area Managers of Human Resources in the USPS, Pat served in that capacity in the New York Metro Area, managing a complete HR program covering 75,000 employees, prior to joining the USPS headquarters staff.

Pat holds a Bachelor Degree in Business Administration from Hofstra University and a Juris Doctorate from St. John’s University Law School. She is a licensed attorney in the State of New York and a member of the New York State and American Bar Associations. She is a member of the Federal Interagency ADR Work Group as well as the FDR Advisory Group.

Amy L. Risley

Amy Risley received her Bachelor of Arts degree in English from the University of Kansas and a law degree from the University of Kansas School of Law. She is a member of the Kansas Bar and the Missouri Bar. After graduating from law school, she took a position with the Department of Justice in Washington, D.C., where she worked until May of 1999. During her tenure with the Department of Justice, she worked in the Office of General Counsel for the Federal Bureau of Prisons on labor and employment law matters. The bulk of her job duties entailed representing management in EEOC hearings and unfair labor practices.

In 1999, Ms. Risley started her own EEO consulting firm, Resolution Services. Her firm conducts EEO investigations, EEO Counseling, and Final Agency Decision writing. Her firm also provides training seminars to government agencies and both large and small businesses in the areas of investigations, employee relations, sexual harassment, discrimination, diversity, and other topics.

John D. Schmelzer

For most of his career, John Schmelzer has been the Attorney Advisor in the Office of Field Programs. The Office of Field Programs oversees and provides support to EEOC's 51 field offices where charges of employment discrimination are investigated, mediated, conciliated and litigated. Mr. Schmelzer has provided these offices with guidance on novel legal issues, and also counseled field directors on the administrative investigation of charges.

Mr. Schmelzer began his career with the EEOC as an appellate attorney in the Office of General Counsel. He successfully argued cases before most of the federal Circuit Courts of Appeal. He then served as a Special Assistant to an EEOC Commissioner and the Special Assistant to the Acting Chairman of the agency. Mr. Schmelzer served as Deputy Director of the agency's Office of Systemic Programs which investigates pattern and practice allegations against the country's largest corporations. He then served as Director of the Eastern field offices overseeing 26 EEOC field offices east of the Mississippi River. He also served in field offices as the Acting Director of both the Birmingham and Detroit District offices. In 2004, Mr. Schmelzer completed a year long detail as Counsel to the Chief Operating Officer of EEOC and to the Chair of EEOC. He currently serves as the Acting Director of Field Coordination Programs. In this role, he supervises EEOC's mediation program in EEOC field offices, oversees administrative hearings for complainants in the federal sector, and directs the free outreach and technical assistance programs to agency stakeholders.

Christine Siegel

Christine Siegel is currently a Supervisory or Chief Administrative Judge in the Los Angeles District Office of the Equal Employment Opportunity Commission. Ms. Siegel started her career with the EEOC in 1989 as a Trial Attorney. She became a Supervisory Trial Attorney in 1991, Administrative Judge in 1992, and a Supervisory Administrative Judge in 2001. Ms. Siegel has resolved and decided more than 700 cases of employment discrimination during her tenure as an Administrative Judge.

Ms. Siegel frequently provides training on EEO matters to both federal and non-federal audiences, including EEOC Technical Assistance Program Seminars. In 2004, Ms. Siegel received a CORE award (Commission Chair Cari Dominguez' recognition of excellence) for designing and presenting training for Commission investigators in Los Angeles and San Diego. In 2004, Ms. Siegel presented training sessions at EXCEL in motions practice, basic EEO law and hearing preparation. In 2005, Ms. Siegel presented training sessions at EXCEL in summary judgment and presentation of a mock hearing session.

Ms. Siegel currently resides in Southern California. She received a BA from UCLA in 1973 and her J.D. in 1986.

Leslie E. Silverman **EEOC Commissioner**

Leslie E. Silverman was sworn in on March 7, 2002, as a Commissioner of the U.S. Equal Employment Opportunity Commission (EEOC). Ms. Silverman was first nominated by President George W. Bush in February 2002 and unanimously confirmed by the U.S. Senate on March 1, 2002. Ms. Silverman was renominated to a full-term in July 2003 and unanimously confirmed by the Senate in October 2003. Her current term expires on July 1, 2008.

As a member of the Commission, she participates with the other Commissioners on all matters which come before it including the development and approval of enforcement policies, authorization of litigation, issuance of Commissioner's charges of discrimination, and performance of such other functions as may be authorized by law, regulation, or order. Ms. Silverman has been active in the EEOC's mediation program and has led an EEOC/ABA focus group which looked at ways to expand and enhance the program. Ms. Silverman also is a participant on the Center for Work-Life Policy's "Hidden Brain Drain" Task Force which is focusing on the issues surrounding the retention and advancement of women and minority employees.

Ms. Silverman's work experience in labor and employment law includes positions in both the public and private sectors. Immediately prior to joining the Commission, she served for five years as Labor Counsel to the Senate Health, Education, Labor and Pensions Committee. In that capacity, she provided legal advice and counsel to the Committee's Chairman, James Jeffords, and subsequently to Senator Judd Gregg, the Ranking Member, on EEO law and wage and hour matters, as well as on labor standards and labor-management relations.

From 1990 to 1997, Ms. Silverman was an associate specializing in employment law and litigation with Keller and Heckman, a Washington, D.C.-based law firm. In that capacity, she represented and advised businesses on a broad range of employment matters, including compliance with EEOC-enforced statutes, personnel policies, and employment contracts.

Ms. Silverman has also worked as a law clerk for the U.S. Attorneys Office for the District of Columbia and for the Antitrust Division of the U.S. Department of Justice. Her bar memberships include the District of Columbia and the Commonwealth of Massachusetts. She is also licensed to practice before the United States Supreme Court and the United States Courts of Appeals for the Fourth and Sixth Circuits.

Ms. Silverman is a native of Needham, Massachusetts. She attended the University of Vermont as an undergraduate. Ms. Silverman received her Juris Doctor degree from the American University, Washington College of Law in Washington, D.C., and a Masters degree With Distinction in labor and employment law from the Georgetown University Law Center in Washington, D.C.

Ramón Surís-Fernández

After thirteen years in the private sector, Mr. Surís-Fernández's career with the Federal Government began in 1991, when he joined the U.S. Nuclear Regulatory Commission (NRC) as an attorney specializing in EEO, Personnel, Employment and Labor Relations. In addition to his legal counseling responsibilities, Mr. Surís-Fernández represented the agency before the Equal Employment Opportunity Commission, the Merit Systems Protection Board and the Federal Labor Relations Authority, as well as in numerous arbitration hearings stemming from the collective bargaining agreement with the employees' union. Also, he assisted the Department of Justice attorneys handling NRC EEO cases in Federal court.

From 1998 to 2004, Mr. Surís-Fernández was the Director, Office of Equal Opportunity and Civil Rights (OEOCR), Centers for Medicare and Medicaid Services (CMS). As Director, OEOCR, he served as the principal advisor to the CMS Administrator on all EEO and Civil Rights matters. As such, he was completely responsible for agency-wide implementation of those programs.

In 2004, Mr. Surís-Fernández joined the National Aeronautics and Space Administration (NASA) as the Director, Diversity & EO Strategic Planning and Programs Division. As a member of NASA's cadre of Senior Executive Service (SES) leaders, Mr. Surís-Fernández was responsible for managing, directing, and coordinating agency-wide all matters pertaining to diversity policy, strategic planning and implementation, technical assistance and voluntary compliance regarding NASA's assisted and conducted programs, as well as equal opportunity programs advocacy, implementation and training.

In August 2005, Mr. Surís-Fernández assumed the duties of the Deputy Assistant Secretary of the Army for Equal Employment Opportunity and Civil Rights. In this capacity, he is

responsible for policy, guidance, direction, and oversight of all plans and programs affecting equal employment opportunity for Army civilian employees. In addition to directing the EEO staff, he has oversight of accessibility issues that affect the Army workplace and public use of Army facilities.

Mr. Surís-Fernández was born and raised in San Juan, Puerto Rico. He received his BA degree with a double major in Economics and Management, and his Juris Doctor degree from the Interamerican University of Puerto Rico in 1986 and 1990 respectively. Mr. Surís-Fernández completed postgraduate legal studies at Georgetown University Law Center, Washington, DC, where he received a Masters in Labor Law in 1993.

Mr. Surís-Fernández is an enthusiastic cyclist and frequently takes his four kids on long bike rides, favoring the Mount Vernon trail along the Potomac River in Virginia.

Sharon Terrell-Lindsay

Sharon Terrell-Lindsay is a Program Analyst for the Department of Defense Computer/Electronic Accommodations Program (CAP). She has been a valued Federal employee for 30 years with experience in Program/Project Management, and effective Marketing and Sales skills, with emphasis on automation efforts and technology assessment. Ms. Terrell-Lindsay's combination of strong leadership, supervisory skills, and technical background, allow her to perform well in a team environment. She is also a recipient of the former Vice President Gore's Hammer Award for \$70 million annual savings based on innovative and effective automation initiatives. She is also one of the recipients of the 2004 Federal 100 by Federal Computer Week.

Currently, Ms. Terrell-Lindsay is the team leader responsible for purchasing accommodations for individuals with dexterity impairments. She is also responsible for supporting and purchasing accommodations for several CAP Initiatives that include Workers Compensation Claimants, Telework Participants, and the CAP Ergonomics - Healthy Work Practices Program (HWPP). In addition, she provides ergonomic workstation evaluations and needs assessments.

Ms. Terrell-Lindsay has been a selected speaker on disability and employment issues at a variety of national Federal and private conferences including: Perspectives on Employment of Persons with Disabilities Conference, Assistive Technology Industry Association (ATIA), Blacks in Government, and CSUN Annual Conference (California State University, Northridge Center on Disability) and various other Department of Defense and other Federal agency conferences. She attended Maryland University – University College and received formal training in business, leadership, and management, and is also skilled in office software applications, marketing, and technology assessment.

Gerard W. Thomson

Gerard Thomson is an attorney on the Special Services Staff in the Office of Federal Operations at the Equal Employment Opportunity Commission in Washington, D.C. His primary duties concern federal agencies' Alternative Dispute Resolution programs (ADR). Judge Thomson has been with the EEOC since June 2001. Prior to being on special services staff, he was in "appellate review" writing decisions on EEOC appeals from federal employees and agencies.

From June 2000 to January 2001, he was an attorney on the staff at the U.S. Department of Agriculture's Conflict Prevention and Resolution Center in Washington, D.C. Judge Thomson was appointed to the state of New Mexico's Second Judicial District Court in July 1983 and retired on December 31, 1997, as presiding judge for the civil division. Previously, he was the Bernalillo County probate judge from January 1981 to June 1983. He graduated from UNM School of Law in 1973. He is certified by the Justice Center of Atlanta, Inc. As a mediator for workplace disputes and is certified as an arbitrator by NASD Regulation, Inc. He has served on the federal interagency ADR committee confidentiality subgroup.

Lloyd Edward Tooks

Lloyd Tooks is in private legal practice, as sole practitioner. In his practice he specializes in federal litigation involving employment discrimination and other constitutional issues. He also consults regarding, and litigates, First Amendment issues.

Mr. Tooks serves as a lecturer and trainer for employers concerning sexual harassment and other forms of prohibited employment discrimination, and workplace diversity. Since 1998 he has also been an adjunct professor of law, teaching employment discrimination law, at Trinity Law School in Santa Ana, California.

From 1972 to 1976, Mr. Tooks was a partner in the law firm of Sanders & Tisdale, specializing in civil litigation. From 1970 to 1972 he was an associate attorney, specializing in civil and business litigation, in the law firm of Pillsbury, Madison & Sutro. From 1969 to 1970 Mr. Tooks was a law clerk for the Honorable James M. Carter, Judge, United States Court of Appeals for the Ninth Circuit.

Mr. Tooks is a member of the Federal Bar Association Advisory Panel for the Southern District of California; the Bar of the State of California, and the United States District Courts for the Southern, Central and Northern Districts of California; the Bar of the Ninth Circuit Court of Appeals, and Federal Circuit Court of Appeals; and the Bar of the United States Supreme Court.

Mr. Tooks received his education at Whittier College, (B.A., 1966), and Howard University School of Law, (J.D., 1969).

Sarah Tuck

Sarah Tuck is the Branch Chief of the Assessment and Litigation Branch of the Animal and Plant Health Inspection Service, Department of Agriculture. She and her staff represent the agency before the Merit Systems Protection Board and Equal Employment Opportunity Commission. Ms. Tuck also engages in outside employment with Dewey Publications, Inc., and is the author of three books, *Discovery Practice before the Merit Systems Protection Board*; *Surviving EEO Complaints*; *A Handbook for Federal Managers and Crafting Durable Settlement Agreements*. She is also co-author of *Motions Practice before the Merit Systems Protection Board and Equal Employment Opportunity Commission*.

Ms. Tuck has appeared numerous times as a presenter speaker at conferences, to include, but not limited to, the MSPB's Legal Conference in 2001, the EEOC's EXCEL conferences, Dewey Publications, Inc. conferences, and OPM's Symposium on Employee and Labor Relations conference.

Allison B. Uehling

Allison B. Uehling, Esq., received her undergraduate degree in communications from the University of Utah. She received her J.D. with honors from the George Washington University Law School in Washington, D.C. She was the editor of the *Federal Equal Opportunity Reporter*® from December 1993 through January 2000, and currently contributes to that publication. She has been the co-author of the *Federal Equal Opportunity Year Books* since 1995. Ms. Uehling writes and edits federal EEO-related articles, Quick Start Guides, and other training products for cyberFEDS®, LRP Publication's on-line service. She has written a number of books and pamphlets; including *What Do I Do When ... Addressing and Processing Federal EEO Complaints*, *The Basics of Reasonable Accommodation in the Federal Workplace* and *Faith and the Federal Employee: Your Guide to Preventing Religious Discrimination and Harassment*. Ms. Uehling is a member of the Pennsylvania Bar.

Diana J. Veilleux

Diana J. Veilleux is a partner at Shaw, Bransford, Veilleux & Roth, P.C. of Washington, D.C., specializing in employment law and litigation, with a special emphasis on the federal sector. She provides legal representation to individual clients on disciplinary actions, performance issues, retirement matters, discrimination complaints, administrative grievances, security clearance adjudications, and administrative investigations involving Offices of Inspector General and the Office of Special Counsel.

She has successfully represented clients in litigation before the Merit Systems Protection Board, the Equal Employment Opportunity Commission, and federal district and appellate courts. In addition, Ms. Veilleux has provided representation on federal personnel matters to small agencies.

Ms. Veilleux is a frequent host of FED-Talk, SBVR's weekly radio show, broadcast on 1050 AM and over the internet at federalnewsradio.com. On the show, she interviews guests on topics of interest to federal employees and retirees. In addition, she may be heard on Tuesdays and Thursdays on federalnewsradio.com giving case law updates on its weekly Federal Case File spots.

Ms. Veilleux is a frequent speaker on federal personnel law issues and practice before the Equal Employment Opportunity Commission, and has taught numerous seminars on employment law issues and employment litigation, including at the D.C. Bar and the annual Federal Dispute Resolution Conference.

Prior to joining the firm in 1990, Ms. Veilleux was an attorney with the United States Postal Service in the Office of Labor Law, where she handled administrative cases, including litigation at the EEOC, MSPB and arbitrations, as well as litigation in federal district courts.

Ms. Veilleux received her law degree from Georgetown University Law Center, where she was a member of the American Criminal Law Review. She holds a Bachelor of Science degree from Boston University, with a major in Broadcast Journalism. Ms. Veilleux is admitted to practice in Maryland and the District of Columbia.

Floyd D. Weatherspoon

Professor Weatherspoon serves as a neutral in complex labor and employment disputes, including complaints related to class actions, discrimination disputes, racial and sex discrimination, sexual harassment, disability, employment disputes, terminations, covenants, employment-at-will, and wages.

Professor Weatherspoon teaches law courses on ADR, labor arbitration, employment discrimination, employment law, civil rights, collective bargaining and managerial mediation. He also designs ADR programs and training programs for organizations. He conducts national training programs on all aspects of employment discrimination & affirmative action, labor arbitration, mediation of employment discrimination complaints and accommodations under state and federal laws. Professor Weatherspoon has also trained more than 400 individuals in a 40-hour mediation skills program.

Professor Weatherspoon has extensive experience in the mediation of employment, labor and employment discrimination disputes. He has served as a hearing officer, arbitrator, fact finder and mediator in more than 500 disputes involving complaints of discrimination, labor, and employment in the public & private sector. He has experience in the mediation and arbitration of sexual harassment, age discrimination, racial harassment, sexual orientation disability discrimination claims related to Rehabilitation Act & ADA, Title VII, race discrimination, national origin, and sex discrimination cases.

He serves on a number of arbitration and mediation panels, including the American Arbitration Association, the Federal Mediation and Conciliation Services and the United States District

Court, Southern District of Ohio panels. He also serves as an external Administrative Judge for the EEOC and a contract mediator. Professor Weatherspoon graduated from North Carolina A&T State University and Howard University School of Law, with further study at Georgetown and Harvard Law Schools.

He has published various law review articles on such topics as reprisal discrimination, disability laws, and race discrimination, including "Determining the Reasonableness of Plant Rules," in HOW ARBITRATION WORKS, 2003.

Jeremy D. Wright

Jeremy D. Wright is an Attorney with Kator, Parks & Weiser, P.L.L.C. in the firm's Austin, Texas office. Mr. Wright's practice concentrates on representation of employees before state and federal courts, the EEOC, and the MSPB, in both individual and class action litigation.

Mr. Wright has served as class counsel in *Durnford v. Dept. of Justice*, *Boord v. Dept. of Justice (FBI)*, *Lewis v. Dept. of Transportation (FAA)*, *Hatcher v. Dept. of Veterans Affairs*, *Sedillo v. Dept. of Agriculture*, *Garcia v. Dept. of Justice (DEA)*, *Jones v. U.S. Postal Service*, and *The Writers Cases*. Mr. Wright was named a Super Lawyer Rising Star by Texas Monthly magazine for 2005 and 2006.